

*Adm 13.5*DD/S&T 2067-73
9 July 1973

MEMORANDUM FOR: Deputy Director for Science and Technology

SUBJECT : Recommendations for the Establishment of a DD/S&T
Duty Officer Component in the CIA Operations
Center

REFERENCE : Report of Working Group on Operations Centers,
Information Flows, etc., 13 April 1973

1. Recommendations for Establishing a Directorate Duty Officer component in the CIA Operations Center are submitted for your consideration, comments and approval. These recommendations meet or exceed those of the referenced Working Group for Phase I of the plan for the establishment of a National Intelligence Operations Center. Specific recommendations are made in the following paragraph; discussion of the rationale follows in the third and fourth paragraphs. Proposed operations and functions are discussed in paragraph number 5.

2. Specific recommendations:

- a. Hours of operation: full 24-hour capability
- b. Number of Duty Officers: plus Senior Duty Officer 25X1A
- c. Grades of Duty Officers: GS-13/14
- d. Length of Tour: Two years for Duty Officers, indefinite for Senior Duty Officer
- e. Offices to furnish Duty Officers: FMSAC, OEL, OSI, ODE/NPIC
- f. Starting date: 5 August 1973
- g. Target date for full capability as the prime Directorate 24-hour center: 15 September 1973
- h. Duty Schedule: 12-hour shifts as in FMSAC's Operations Center (sample schedule attached)
- i. Designated reserve officers: Two categories, one as back-up duty officers, the other for back-up analytical support

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3. There are a number of advantages for the Directorate in having a single, all-source focal point of information operating around the clock. The main reason, of course, is that it should minimize the likelihood of anything falling through the cracks. Thus, duty 25X1A officers, plus reserves, are required for adequate manning. A grade of GS-13 or 14 is suggested for two primary reasons: those are the nominal grades of the Night Duty Officers in the Operations Center; also, the assigned personnel must be senior enough to field properly any and all Directorate problems which arise on their shifts. Preferably those assigned should be "comers" so they can inspire confidence in Directorate management. A tour length of two years is suggested as that is the nominal one for the DDI officers. There seems little doubt that the most likely sources of duty officers are FMSAC, OEL and OSI, particularly in getting experienced personnel. However, a tour should also be an excellent way for less experienced people to gain Directorate-wide and broader Agency experience. Thus, ODE and NPIC are also suggested as sources in view of their close ties to technical collection systems. ORD and OTS should not be excluded but are considered less likely to have candidates.

4. The proposed schedule is singled out for more complete discussion as it sets the general philosophy of anticipated operation. It is based on the schedule used in the FMSAC Center for more than three years. It has a proven record of success and is one of the simplest to use for 24-hour operations. Because the FMSAC Center works with the most complete data base in the Directorate, it is believed advantageous to couple the Directorate activities in the Operations Center closely to it. Duty Officers in the two centers should be encouraged to establish good team efforts; as FMSAC is already closely tied to SSOC, it automatically will be brought in as well. Also, as computer support for reading cable traffic is 18-24 months away in the Operations Center, it seems quite possible that FMSAC's system can support the Directorate Duty Officers in the interim. Such a philosophy is a definite step toward a NIOC concept, and seemingly that should be our longer-range goal.

5. During non-duty hours this component will serve as the prime Directorate center and will monitor all pertinent traffic coming into the Operations Center. Unless directed otherwise by proper authority the Duty Officer will act for the Directorate, handling both intra- and inter-directorate coordination as well as any alerting functions required. He will not interfere with normal exchanges of information between components such as the FMSAC Center and SSOC which occur during normal performance of their respective operations. He will, however, monitor all such exchanges so that he will have as complete a data base as possible. During normal duty hours the operation will be similar except that coordination and alerting functions will be performed as requested rather than routinely. The

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Duty Officers will attempt to render assistance, when feasible and possible, to the other Directorate centers, the various Directorate offices and Directorate personnel and their families on a 24-hour basis. The Duty Officers will be prepared to brief the DD/S&T and other Directorate officers routinely at OOB and COB as well as any other times that developments suggest a need. The Senior Duty Officer will normally work on a conventional day shift. This will enable him to spend equitable amounts of time with each of the Duty Officers. He will assist them in getting the operation started and in developing good team relationships with the Directorate offices and with the other duty officers within the Operations Center. He will make sure that all Directorate Duty Officers are performing their duties in a similar, proper manner. He will provide back-up assistance to them during busy periods or emergencies. Most importantly he will guide the development of the Directorate effort toward the establishment of a full-scale NIOC. He will therefore work closely with the Chief and Deputy Chief of the Operations Center to make sure that the Directorate effort is on track and properly contributing to the over-all operation of the Center. He will make certain that the Directorate is kept informed of pertinent developments and is involved in matters of interest to it.

6. The undersigned is prepared to discuss these ideas with you or any members of your staff as requested.



Senior DD/S&T Duty Officer

25X1A

Attachment:
As Stated

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Distribution:

Orig. - Addressee

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25X1A

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1 - AWA File

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Sample DD/S&T Duty Officer Schedule for Operations Center

Shift	Su	Shift	M	Tu	W	Th	F	Sa	Shift	Su	Shift	M	Tu	W	Th	F	Sa
0000 To 0800	A	0000 To 1200	A	A	A	C	C	C	0000 To 0800	C	0000 To 1200	A	A	A	C	C	C
0800 To 1600	B	1200 To 1600							0800 To 1600	D	1200 To 1600						
1600 To 2400	"R"	1600 To 2400	B	B	B	D	D	D	1600 To 2400	"R"	1600 To 2400	B	B	B	D	D	D

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